

- 1. Transmittal letter must accompany the submittal, signed by a principal of the proposed development team. This must be accompanied by a “Certificate of Authority” listing the officer in the firm who are authorized to negotiate and execute agreements on behalf of the company.**

Please see following page.

2. Development Team Members

- a. Primary contact name and contact information for all correspondence and legal notifications.*

John M. Boylan
Spectrum Properties
150 Fayetteville Street Mall
Suite 1300
Raleigh, NC 27601
Phone: 919/832-0768
Fax: 919/832-1924

- b. Principal officers authorized to negotiate with the City.*

John M. Boylan, Executive Vice President
Jim Dulin, CEO

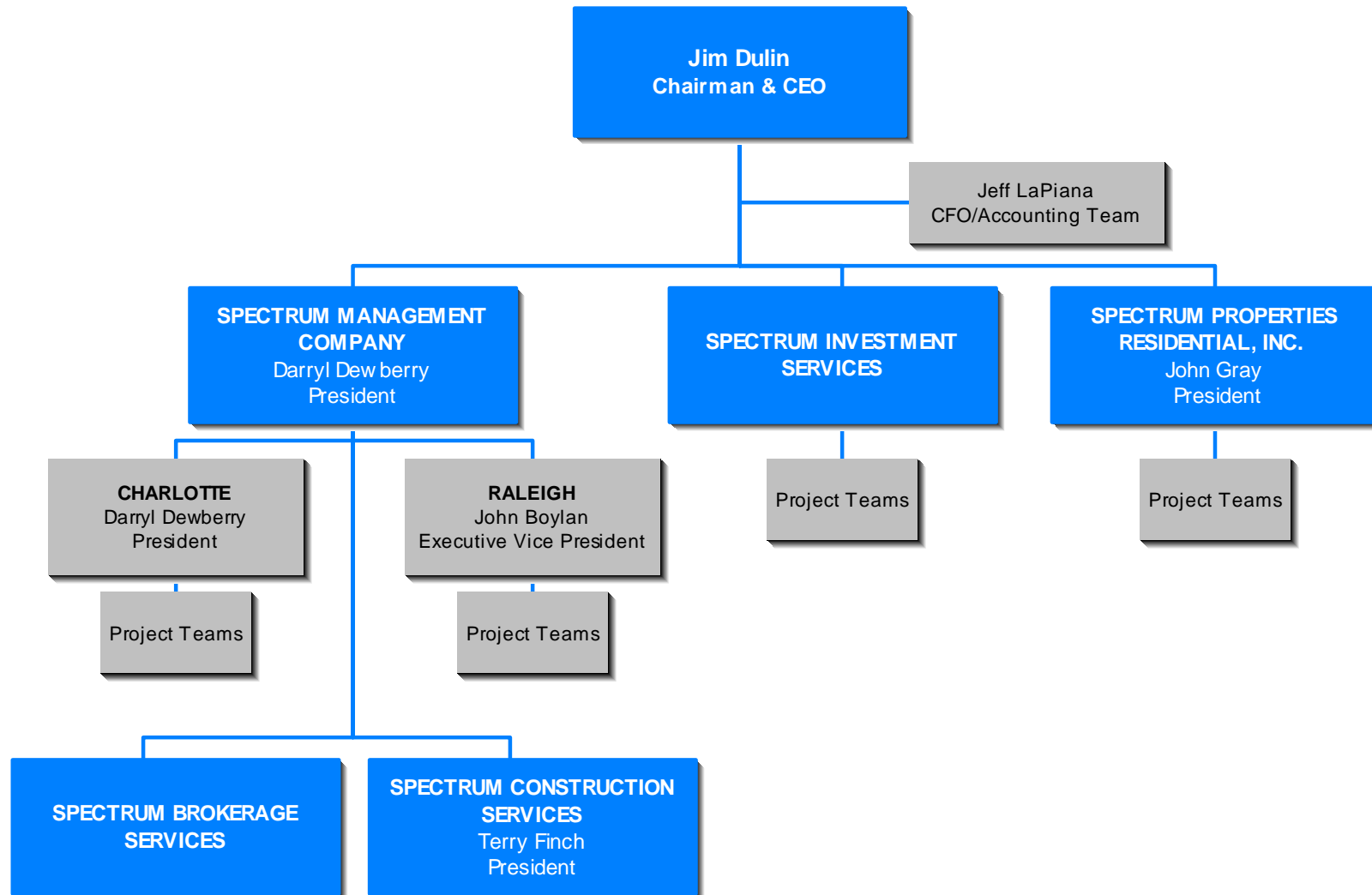
- c. Team organizational structure chart.*

Please see following pages.

- d. Description of the proposed legal structure of the team (i.e., joint venture, partnership, etc.).*

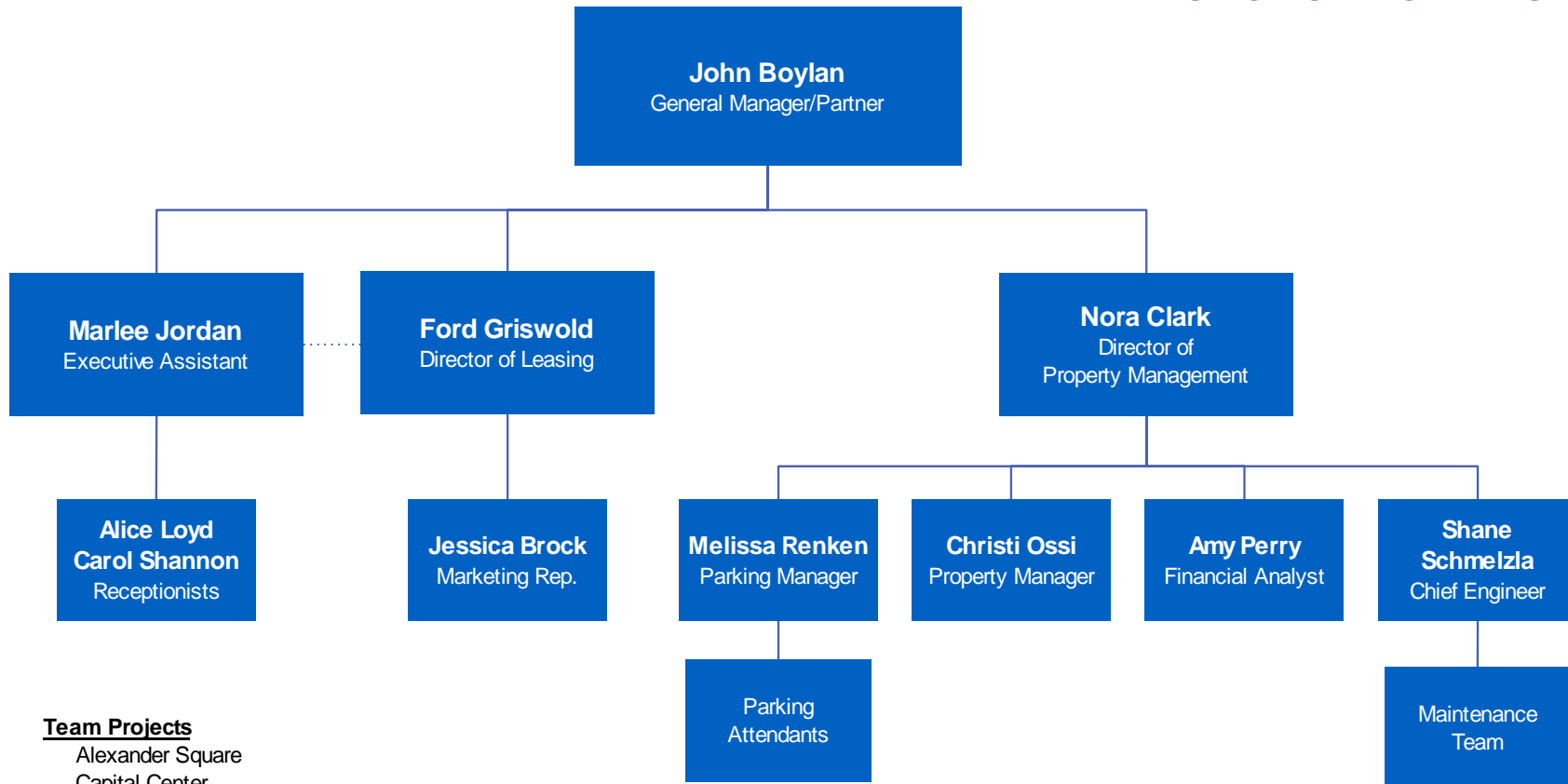
The proposed legal structure will be Spectrum Properties Investment Services or a yet to be named Limited Liability Company.

Overall Spectrum Organizational Chart



Raleigh Organizational Chart

SPECTRUM PROPERTIES



Team Projects

Alexander Square
Capital Center
Colonnade
Wachovia Capitol Center
Glenwood Plaza
Headquarters Park
Northchase I & II
Red Hat

3. Developer Experience

- a. *Firm development experience with comparable public / private downtown developments, particularly those associated with convention center projects. Descriptions of former projects should include dates, nature of involvement both from a financial standpoint and from a management and implementation standpoint, implemented developments, sizes and uses, dates of completion, and references.*

Spectrum Properties has been in the real estate development business for over twenty years. In the past few years we have done several mixed-use urban projects.

South Tryon Square Charlotte, NC



In 2000 we completed a mixed-use project in the heart of downtown Charlotte that included the renovation of an old structure as well as new construction. This 55 million dollar project included 240,000 square feet of office space, 30,000 square feet of retail space, a 700 space parking deck and a 120 Courtyard Marriott. We did this in the form of a joint venture with a local family. Spectrum acted as the developer for the project and continues to lease and manage the property. The air rights over the parking deck were sold to a local hotel developer.

Reference: David Luski
DRA Advisors
220 East 42nd Street
27th Floor
New York, NY 10017
212/697-4740

Fifth & Poplar, Charlotte, NC



Completed in June of 2003, Fifth & Polar is a 300 unit, class A residential, rental community located in downtown Charlotte. The project also includes 30,000 square feet of retail that includes a Harris Teeter. This project has set the standard for rental residential living in downtown Charlotte. We are in a joint venture with a New York investment firm and the total cost of the project was 60 million dollars. We developed Fifth & Poplar and continue to lease and manage it.

Reference: Ed Ryan
Wafra Investment
Advisory Group
345 Park Avenue
41st Floor
New York, NY 10154

Wachovia Place, Greenville, SC



We are in the process of completing Wachovia Place in Greenville, SC. The project involves a renovation of an old office building, the addition of 25 rental apartment units and 20,000 square feet of retail space. We worked with the City of Greenville to connect a city owned parking deck, to Wachovia Place. The City also provided funding for a new outdoor plaza the can be enjoyed by the public. We were able to renovate a major office building on Greenville's Main Street while delivering market rate housing for the public. We acted as developer for the project and continue to lease and manage it.

Reference: Knox H. White, Mayor of Greenville
P.O. Box 2207
Greenville, SC 29602
864/467-4590

David Luski
DRA Advisors
220 East 42nd Street
27th Floor
New York, NY 10017
212/697-4740

- b. Summary of key participant personal qualifications and the role they will play.*

John Boylan and Jim Dulin will lead the efforts for our team. Resumes are attached.

JOHN M. BOYLAN

EXECUTIVE VICE PRESIDENT/PARTNER, TRIANGLE/TRIAD REGIONS

John Boylan started his career with Spectrum in 1989. Hired as a Marketing Representative in Charlotte, he relocated to Winston-Salem in 1991 to begin Spectrum's presence in the Triad region. In February of 1997, he also assumed responsibilities for the Raleigh portfolio.

During his tenure with Spectrum, Mr. Boylan has:

- Leased more than 1.5 million square feet of office space and more than 1.2 million square feet of industrial space with a total lease value of more than \$100 million.
- Co-brokered over \$80 million of investment sales in the Triangle and Triad.
- Led the local development team in the development and construction of the Colonnade, a 125,000 square foot Class A office building, and its infrastructure. Also led the local team in the construction of Alexander Square, a 750 space parking deck and retail facility.
- Designed and implemented a major renovation program on an office project, including asbestos abatement, interior renovations, and ADA modifications that resulted in a \$4.00 increase in the effective rates for the space.
- Served as Team Leader for several Spectrum transition teams taking over new projects in the Triangle and Triad markets.
- Successfully negotiated major leases transactions with organizations such as; BB&T, Sara Lee Corporation, Owens Corning Fiberglas, Womble Carlyle Sandrich & Rice, RJ Reynolds Tobacco, Smith Barney, Federal Express, Price Waterhouse, and IBM.

A graduate of East Tennessee State University, Mr. Boylan holds a BBA degree in Marketing and is a Certified Commercial Investment Member candidate. He has served on the Board of Directors of Winston-Salem Business, Inc., a local economic development corporation, and was a member of the President's Circle of the Winston-Salem/Forsyth County Chamber of Commerce. He currently serves on the Board of Directors for the Downtown Raleigh Alliance, The Cardinal Club, and the RHA Scholarship Fund.

JAMES M. DULIN

CHAIRMAN AND CEO

Jim Dulin was one of the original founders of Spectrum Properties in January 1982, and served as President of the company from inception until January 1995 when he became Chairman and CEO. His accomplishments at Spectrum include the following:

- Growing Spectrum Properties from a start-up venture with three people to a firm of 90-100 people with a very talented and experienced senior management team.
- Establishing a reputation for quality in both speculative and build-to-suit projects.
- Supervising completion of 25 development projects, totaling 2,600,000 square feet and \$265 million.
- Providing leadership during the growth of Spectrum's management and leasing business from 1.3 million square feet of office space to approximately 4.5 million square feet of office and industrial space.
- Starting Spectrum Contract Services in 2000 and Spectrum Residential Properties in 2001.

Mr. Dulin graduated from Davidson College in 1977, receiving his BA Degree in Economics. He is a member of ULI, the American Management Association, a graduate of The Management Course for Presidents, and a graduate of courses in Total Quality and Excellence in Speaking. Mr. Dulin is a member of the Board of Directors of Charlotte's Center City Partners.

In addition to his business accomplishments, Mr. Dulin currently serves on the Board of Center City Partners and the Entrepreneurial Council at Queens College. He has also served as Sunday School Teacher, Chairman of Stewardship Committee, Chairman of the Board of Deacons, and as Chairman of the Long-Range Planning committee at Myers Park Presbyterian Church. He has also served as Class Chairman of the Annual Fund at Davidson College.

Mr. Dulin has been an active volunteer with Habitat for Humanity, with the AROSA House, a non-profit children's foster home, and with the Uptown Men's Shelter.

4. Developer History, Financial Position and Abilities

- a. Description of the history of the development entity, other non-related development work undertaken successfully, unique skills and / or markets in which the development entity has particular skill or ability.*

Please see the following page for information on the history of Spectrum Properties.

- b. Financial information that will show the relative financial strength of the development entity, its connections to equity markets, ability to finance complicated mixed-use projects, and success in the implementation of public / private ventures.*

Spectrum will be glad to deliver specific financial information at the appropriate time. Our recent track record indicates our ability to deliver a wide variety of projects.

THE HISTORY OF SPECTRUM PROPERTIES

In January of 2003, Spectrum Properties began its 22nd year in business. We have grown from a small, entrepreneurial company to a medium-size firm managing approximately 5.1 million square feet of space in the Carolinas and employing about 85 people. We have completed 23 development projects totaling 2,300,000 square feet.

OUR BEGINNING

Spectrum Properties was founded in 1982 by Jim Dulin, Bill McGuire and Bob Street. Each of the principals were graduates of Davidson College and each brought a critical component necessary for the company's future success.

Bob Street was the Chief Executive Officer of McDevitt & Street Construction Company which started in 1917 and grew to be the nation's sixth largest contractor in the 1980's with \$980 million in sales. Bob provided Spectrum with financial strength and a strategic planning focus not available to most small companies.

Bill McGuire was the President and part owner of McGuire Properties, a multifamily development and management firm that was begun in 1972. Bill brought a Harvard Business School perspective (graduated with High Distinction) as well as significant experience in dealing with development projects, partnerships and institutional lenders. Bill also provided a very sophisticated approach to recruiting, selecting and training people. McGuire Properties became Summit Properties in the early 1980's and went public as a \$350 million REIT in 1993. Bill is Summit's current Chairman.

Jim Dulin brought a specialized knowledge about the development, leasing and management of office buildings, which he obtained while working for Spaulding & Slye Corporation, a Boston-based development firm. As President of Spectrum Properties, Jim also provided a solid set of values and was the driving force in creating all of Spectrum's projects.

EARLY DEVELOPMENT PERIOD (1982-1987)

During our first six years, Spectrum developed 14 office and industrial buildings for our own account. We developed a reputation and track record for build-to-suit projects, including projects for:

| | |
|---|-----------------------------------|
| Apple Computer | BarclaysAmerican |
| Continental Life Insurance | McDevitt & Street Co. |
| Merrill Lynch Realty | First Union Mortgage Corp. |
| Northern Telecom | General Electric Corp. |
| BB&T (formerly United Carolina Bank) | |

Several of our projects were joint ventures with such institutions as Aetna, General Electric and Phoenix Mutual. Others included a variety of land leases or land contribution partnerships with individual land owners.

In our 1987 Strategic Planning session, we recognized that real estate values were about to drop significantly. We aggressively sold approximately 75% of our assets while cap rates were below 9%, achieving above market returns for our joint venture partners and ourselves.

Bob Street died near the end of this period and his stock in Spectrum was purchased by Bill McGuire and Jim Dulin.

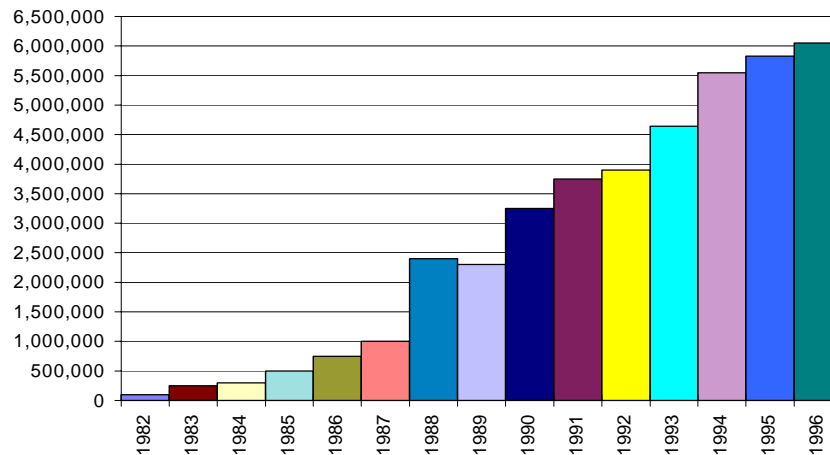
THE SERVICE COMPANY PERIOD (1988-96)

During the 1988-96 period, Spectrum focused its energy primarily on third party leasing and management for owners with an abundance of vacant space in their projects. Our management teams developed quality operations and systems while our marketing teams, directed by Darryl Dewberry, produced the following results:

| Year | SF Under Management | New Leases (Office) | New Leases (Whse/Flex) | Renewals | Total Leased SF |
|------|---------------------|---------------------|------------------------|----------|-----------------|
| 1988 | 2,294,000 | 161,208 | 271,000 | 127,480 | 559,688 |
| 1989 | 2,294,000 | 171,047 | 266,000 | 204,793 | 641,840 |
| 1990 | 2,429,000 | 263,543 | 166,200 | 157,957 | 587,700 |
| 1991 | 3,669,000 | 279,433 | 18,195 | 338,581 | 636,209 |
| 1992 | 3,890,000 | 235,647 | 0 | 266,938 | 502,585 |
| 1993 | 4,693,000 | 290,780 | 103,000 | 318,825 | 712,605 |
| 1994 | 5,481,000 | 471,593 | 352,210 | 194,590 | 1,018,393 |
| 1995 | 6,376,960 | 391,763 | 392,722 | 518,198 | 1,302,683 |
| 1996 | 6,049,360 | 456,162 | 140,824 | 497,513 | 1,094,499 |

Each of our owners needed to strategically lease their projects to 90%+, and we accomplished that goal for each owner.

SQUARE FEET MANAGED



Our portfolio of projects managed grew substantially over this period:

Spectrum really distinguished itself as a service company during this period. Unlike many development firms, Spectrum developed a passion for customer service. We modeled our services from the hotel industry. We also had a continuous training and improvement headset with each person at all levels.

At the end of this period, Spectrum helped several of our clients dispose of significant properties. Many of these properties sold to self-managed entities or REITs, reducing the size of our service company but obtaining the best price for our clients in the disposition arena. We are excited about some of the Success Stories we achieved for our clients.

MATURE DEVELOPMENT / ACQUISITION / DISPOSITION PERIOD (1997-PRESENT)

In 1997, Spectrum became active again in the development, acquisition and disposition arena. With a mature and seasoned team in place, Spectrum began working on more significant projects.

- We developed [South Tryon Square](#), a \$55M mixed-use project in downtown Charlotte, N.C. The project includes 240,000 SF of office space, 30,000 SF of streetfront retail, a 700 space parking deck, and a 180 room Marriott Courtyard. The project is now complete.
- We helped one of our clients purchase [First Union Capitol Center](#) in Raleigh, N.C. This was a \$73M acquisition of a Class A 543,896 SF tower. We are currently constructing a 750 space parking deck and retail space as part of the value-added strategy.
- We have started a new office project, [Colonnade](#), in Raleigh, N.C. that will consist of 600,000 SF of office space and a business hotel at full buildout. The 125,000 square foot Building One is now complete, with groundbreaking for Building Two expected in 2004.
- We completed construction on [Fifth & Poplar](#), a 300-unit, \$60M urban multifamily project in downtown Charlotte, N.C. Construction was completed in Summer of 2003.
- We helped one of our clients rehab the [Wachovia Place](#) building in downtown Greenville, S.C. This was a \$10 million rehab project where we assisted with securing long-term extensions of two anchor tenants comprising over 80% of the existing building. In addition, we constructed 10,000 square feet of new retail space, 5,000 square feet of new office space, and 22 rental apartments.
- Spectrum Properties Residential has begun construction of two new student housing apartment complexes for [Johnson & Wales University](#) – one in Charlotte, N.C. comprised of 200 units (800 beds); and one in Providence, RI comprised of 250 units (1,000 beds). Both projects are scheduled for completion in 2005.

During this period, Bill McGuire retired and his stock was purchased. Darryl Dewberry (our President) became a stockholder. John Boylan became our Raleigh Partner. Jeff LaPiana joined as CFO. John Gray joined as the President of Spectrum Properties Residential.

ESTABLISHMENT OF MULTIFAMILY DEVELOPMENT / ACQUISITION /MANAGEMENT SUBSIDIARY (JUNE 2001-PRESENT)

Simultaneously with the June 2001 groundbreaking of its \$60 million Fifth and Poplar apartment community in center city Charlotte, Spectrum Properties launched a new corporate entity called Spectrum Properties Residential, Inc. This newly formed subsidiary specializes in the development, acquisition and management of multi-family properties. John Gray heads this new venture. Gray is former executive vice president of Charles E. Smith Residential Realty (NYSE:SRW), an apartment REIT in Arlington, VA, and was president of Charles E. Smith Management Company. He also was affiliated with Summit Properties (NYSE:SMT) for 12 years, having served as president of Summit Management Company.

We are proud of our past and excited about the current period of our company history.

5. Proposed Associate Team Members

- a. Any other firms or entities that are suggested to be part of the development team, including, but not limited to architecture firms, planners, construction firms, construction management firms, marketing firms, etc., their primary representatives on the team and their relative qualifications as noted above.*

At this point we have not made any specific requests of additional team members. We would like to understand the scope more clearly before we add other firms to our team.

6. Special Conditions

- a. Any and all special conditions that the Developer may wish to propose or ask the City to provide as part of the final Development Agreement.*

We would like to wait to specifically answer that question after we have a better understanding of the scope of work for the project.

7. Statement of MWBE Participation

- a. Indication of the good faith efforts to be used to encourage MWBE participation in the project.*

We will clearly use good faith efforts to use MWBE participation in the project.

- b. Strategies or opportunities offered for long-term career enhancement for MWBE firms in the Raleigh area.*